

29 August 1972

MEMORANDUM FOR: Chief, Plans Staff, Office of Personnel

SUBJECT : Annual Personnel Plan (APP)

1. I read through a vast amount of material which relates to the effort to develop a reporting mechanism for APP. The attached chart is, I think, a sample of the almost infinite kinds of reporting that can be devised.
2. One of the problems which will persist is the problem of presenting meaningful, readable data in a rather simple format. Considering the scope of the narrative report, I believe we should relate the statistical presentation directly to the major headings of the narrative portion of APP. This sample chart, for example, brings together Recruitment Forecasting and Equal Employment Opportunity. It seems to me that we could bring together Employee Utilization and Employee Mobility and Rotation as two categories that are meaningfully interrelated. Upward Mobility and Training Activities are two other categories that seem to relate for statistical purposes. The pairing together of Promotions and Employee Recognition and Awards could complete APP's objective to enlighten management on the personnel activities of the various services.
3. As suggested by your variance reporting project in 1968, APP should not be interested in the volume of specific activities or transactions, but rather in noting the progress of each of the services in achieving specific objectives or in developing appropriate trends. The use of a standard or a "base period reference indicator" would provide a focal point from which managers can measure results even if the objective is, in some cases, to maintain the status quo.
4. The charts and other statistics presented in APP will measure annual variance so that management action will be restricted to the data provided in that time frame. Goals in some categories, however, may be projected for several years and progress would be more a reflection of trend lines discernible over an extended period. Certainly major variance in personnel management activities is neither anticipated nor necessarily desired.



Plans Staff
Office of Personnel

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